

## Ferguson's Formula

by Anita Elberse with Sir Alex Ferguson

*Some call him  
the greatest  
coach in history.*

Before retiring in May 2013, Sir Alex Ferguson spent 26 seasons as the manager of Manchester United, the English football (soccer) club that ranks among the most successful and valuable franchises in sports. During that time the club won 13 English league titles along with 25 other domestic and international trophies—giving him an overall haul nearly double that of the next-most-successful English club manager. And Ferguson was far more than a coach. He played a central role in the United organization, managing not just the first team but the entire club. “Steve Jobs was Apple; Sir Alex Ferguson is Manchester United,” says the club’s former chief executive David Gill.

In 2012 Harvard Business School professor Anita Elberse had a unique opportunity to examine Ferguson’s management approach and developed an HBS case study around it. Now she and Ferguson have collaborated on an analysis of his enormously successful methods.



# Alex Ferguson Harvard Business

**John Storey**



## Alex Ferguson Harvard Business:

HBR's 10 Must Reads on Leadership Lessons from Sports (featuring interviews with Sir Alex Ferguson, Kareem Abdul-Jabbar, Andre Agassi) Harvard Business Review, Alex Ferguson, Bill Parcells, Kareem Abdul-Jabbar, Joe Girardi, 2018-01-16 Leadership and management lessons from the sports world The world's elite athletes and coaches achieve high performance through inspiring leadership mental toughness and direction setting strategic choices Harvard Business Review has talked to many of these high performers throughout the years to learn how their success translates to the world of business If you read nothing else on management lessons from the world of sports read these 10 articles by athletes coaches and leadership experts We've combed through our archive and selected the articles that will best help you drive performance This book will inspire you to Improve on your weaknesses not just your strengths Take care of your body for sustained mental performance Increase your confidence and manage your energy before an important event Turn a struggling team around Understand the limits of performance metrics Focus on long term goals to overcome setbacks Understand where the analogy of sports and business doesn't work This collection of articles includes Ferguson's Formula by Anita Elberse with Sir Alex Ferguson Life's Work An Interview with Greg Louganis The Making of a Corporate Athlete by Jim Loehr and Tony Schwartz The Tough Work of Turning a Team Around by Bill Parcells How an Olympic Gold Medalist Learned to Perform Under Pressure An Interview with Alex Gregory Mental Preparation Secrets of Top Athletes Entertainers and Surgeons an interview with Daniel McGinn by Sarah Green Carmichael SoulCycle's CEO on Sustaining Growth in a Faddish Industry by Melanie Whelan Life's Work An Interview with Kareem Abdul Jabbar Major League Innovation by Scott D Anthony Looking Past Performance in Your Star Talent by Mark de Rond Adrian Moorhouse and Matt Rogan Life's Work An Interview with Mikhail Baryshnikov How the Best of the Best Get Better and Better by Graham Jones Life's Work An Interview with Joe Girardi Why There Is an I in Team by Mark de Rond Life's Work An Interview with Andre Agassi and Why Sports Are a Terrible Metaphor for Business by Bill Taylor

**Leading** Alex Ferguson, Michael Moritz, 2016 After an astonishing career first in Scotland and then over 27 years with Manchester United Football Club Sir Alex Ferguson delivers Leading in which the greatest soccer coach of all time will analyze the pivotal leadership decisions of his 38 years as a manager and with his friend and collaborator Sir Michael Moritz draw out lessons anyone can use in business and life to generate long term transformational success From hiring practices to firing decisions from dealing with transition to teamwork from mastering the boardroom to responding to failure and adversity Leading is as inspiring as it is practical and a go to reference for any leader in business sports and life Provided by publisher

**A Handbook for First Time Managers** Salwana Ali, 2014-04 Aspiring first time managers and individual contributors planning to be managers will benefit from this book as it provides them with critical pointers to succeed in their managerial role The book helps them to assess their readiness to be a manager It details out the four key cornerstones of the managerial role the scope of being a manager the

function of leadership and management behavioural skills and manage change Understanding of the four key cornerstones will equip aspiring first time managers with the awareness on what it takes to be successful and gauge their own readiness to take up the role Upon assessment of their readiness aspiring first time managers will have the tools in The Manager s Toolkits to develop their own personal managerial plan The Manager s Toolkits comprises of two components imManager Framework and imManager Guide which work hand in glove together The imManager Framework is a diagnostic execution plan that helps first time managers to focus on the right things serving as a roadmap to lead and manage team and encourage managers to ask the hard questions in their pursuit to develop high performing teams The imManager Guide consists of a checklist questions which serves as the guidelines during the self diagnostic process **ALEX FERGUSON:**

**My Autobiography** Alex Ferguson, 2013-10-24 The Million Copy Bestseller Sir Alex Ferguson s reflects on his remarkable managerial career where he embraced unprecedented European success for Aberdeen and 26 triumphant seasons with Manchester United What readers are saying about Alex Ferguson s My Autobiography The greatest manager of a generation No matter the team you support this is a must read Incredible I couldn t put it down \_\_\_\_\_ For over two decades Sir Alex Ferguson dominated the Premier League overseeing a sustained and unparalleled period of success with Manchester United He was a visionary able to move with the times and build title winning teams both on and off the pitch He was a man manager of phenomenal skill and increasingly he had to deal with global stars His relationship with Cristiano Ronaldo for instance was excellent and David Beckham has described Sir Alex as a father figure In his bestselling autobiography Sir Alex reflects on the highlights of his extraordinary career and reveals his remarkable story from his very early days in the tough shipyard areas of Govan to winning the Champions league in Moscow in 2008 Revised and updated this edition offers reflections on events at Manchester United since his retirement and offers fresh insights and details on his final years as United s manager \_\_\_\_\_ Fascinating Evening Standard His book is really a piece of oral history and his life is a conduit to a time when a working class man of talent could not by the magical alchemy of elite education or the stardust of celebrity but by a lifetime of hard work and hard thinking rise to the very top and flaws aside remain true to the best of the world he came from Guardian *Effective Management* Dietmar Sternad, 2019-10-30 This brand new textbook has been designed to help your students to acquire or enhance their abilities in leading and developing themselves others and organizations Grounded in the findings of both classic and recent management and leadership research it translates the theory into rigorous yet practical advice so that students will have the skills to manage effectively and sustainably The book takes an innovative learner centric approach structured around different levels of management from individual effectiveness through to interpersonal effectiveness and then team and organizational effectiveness With a global focus lively writing style and an eye on current and future developments it provides a succinct accessible and engaging look at what it means to be a manager Thanks to its extensive features from thought provoking questions to global case studies this textbook will provide you with

all the necessary tools to run an introductory management course which prepares students for the managerial challenges of the 21st century

**Fergie The Greatest - The Biography of Alex Ferguson** Frank Worrall, 2014-06-05 8 May 2013 the day Manchester United fans had dreaded for nearly three decades Sir Alex Ferguson announced he was to step down as manager of the world's biggest football club after 27 years in charge The Scot signed off in style with an honours list that confirmed him as the most successful manager in British and world history He would leave United at the age of 71 having won 38 trophies with them and he would now become a director and ambassador for the club he had served so well The story of Sir Alex Ferguson is a true rags to riches fairytale Born in Govan Glasgow in 1941 he played for Queen's Park Dunfermline and Rangers before retiring in 1974 to begin his managerial career Before joining Manchester United he led a struggling Aberdeen side to the league title and the 1983 European Cup Winners Cup and although he struggled initially at United his bargain signing of Eric Cantona secured their first league title in 26 years An incredible run of success followed shaped by the emergence of Fergie's Fledglings Ryan Giggs Gary Neville Paul Scholes David Beckham and Nicky Butt His finest moment was in 1999 when United romped to an unprecedented Treble of Premier League FA Cup and Champions League trophies Ferguson was knighted the same year This in depth biography charts Fergie's unstoppable rise and pays tribute to the greatest manager the world has ever seen

**The SAGE Handbook of Sport Management** Russell Hoyer, Milena M. Parent, 2016-11-15 The SAGE Handbook of Sport Management draws together the best current research on the major topics relevant to the field of sports management including leadership gender diversity development policy tourism and media Edited by two of the most respected figures in the field the handbook includes contributions from leading sport management academics from Australia Canada New Zealand USA the UK and Europe

**The Diary of a CEO** Steven Bartlett, 2023-08-29 A galvanizing playbook for success from Steven Bartlett one of the world's most exciting entrepreneurs and the host of the No 1 podcast The Diary of a CEO This is a must read for anyone dreaming of doing something audacious Jay Shetty Valuable lessons about the importance of following a different and unconventional path to power Robert Greene At the very heart of all the success and failure I've been exposed to both my own entrepreneurial journey and through the thousands of interviews I've conducted on my chart topping podcast are a set of principles that ensure excellence These fundamental laws underpinned my meteoric rise and they will fuel yours too whether you want to build something great or become someone great The laws are rooted in psychology and behavioral science in my own experiences and those of the world's most successful entrepreneurs entertainers artists writers and athletes who I've interviewed on my podcast These laws will stand the test of time and will help anyone master their life and unleash their potential no matter the field They are the secret sauce to success

**Alex Ferguson** Alex Ferguson, 2014-11-11 Sir Alex Ferguson's compelling story is always honest and revealing he reflects on his managerial career that embraced unprecedented European success for Aberdeen and 26 triumphant seasons with Manchester United Sir Alex Ferguson's best selling autobiography has now been updated to offer

reflections on events at Manchester United since his retirement as well as his teachings at the Harvard Business School a night at the Oscars and a boat tour round the Hebrides where he passed unrecognised The extra material adds fresh insights and detail on his final years as United's manager Both the psychology of management and the detail of football strategy at the top level can be complex matters but no one has explained them in a more interesting and accessible way for the general reader than Sir Alex does here MY AUTOBIOGRAPHY is revealing endlessly entertaining and above all inspirational

**Inside the Leaders' Club** Michael Skapinker, 2022-06-30 We are in increasingly uncertain times where senior executives are looking for high level and practical business advice from experts and peers on what works what doesn't and how to navigate their way through the challenges of modern corporate life Inside the Leaders Club is based on discussions with business leaders who share their expert tips It will cover all elements of leadership from how to manage a business to examining what the role of a business leader is in tackling climate change This book offers leadership advice through the insights of our world class speakers and practical advice through the shared experiences and expertise of the senior executives who are members of the FT Forums expertly curated analysed and presented by senior FT editors **ALEX FERGUSON My Autobiography** Alex Ferguson, 2014-05-08 Sir Alex Ferguson's compelling story is always honest and revealing he reflects on his managerial career that embraced unprecedented European success for Aberdeen and 26 triumphant seasons with Manchester United Sir Alex Ferguson's best selling autobiography has now been updated to offer reflections on events at Manchester United since his retirement as well as his teachings at the Harvard Business School a night at the Oscars and a boat tour round the Hebrides where he passed unrecognised The extra material adds fresh insights and detail on his final years as United's manager Both the psychology of management and the detail of football strategy at the top level can be complex matters but no one has explained them in a more interesting and accessible way for the general reader than Sir Alex does here MY AUTOBIOGRAPHY is revealing endlessly entertaining and above all inspirational

*Leadership in Organizations* John Storey, 2016-06-10 This third edition of Leadership in Organizations Current Issues and Key Trends builds on the success of the previous versions with new and updated chapters providing fresh and lively insights into a subject that can often be tricky to pin down Leadership in Organizations carefully balances theory and practice including critical perspectives to examine fundamental questions about the meaning of leadership its use and its development Readers will benefit from the text's rich use of cases and examples of real life tensions challenges and successful outcomes of leadership practice The book also sets itself apart through its distinctive focus on leadership within the wider contexts of politics economics and public policy as well as organizational behaviour and management New elements for this edition include The moral pitfalls of leadership Leadership roles under crisis conditions Fresh analysis of the impact of leadership on performance outcomes This is the ideal text for advanced students of leadership studies as well as practitioners looking to deepen their understanding of the leadership process and to enhance their leadership skills **Managing My Life: My**

**Autobiography** Alex Ferguson, 2011-12-08 This book is about the beginning of Sir Alex's football career until the year 2000. 1999 was an outstanding year for Alex Ferguson not only did he lead Manchester United the most glamorous club in the world to a unique and outstanding treble triumph but he was awarded the highest honour for his sporting achievements a Knighthood from the Queen. Universally respected for his tough but caring managerial style Ferguson is an unusually intelligent man with a fascinating life story. Covering his tough Govan upbringing through to his playing days and onto his shift into management *Managing My Life* is told with the fine balance of biting controversy and human sensitivity which made it such an unprecedented success in hardback. Alex Ferguson is a legend in his lifetime. *Sir Alex Ferguson* Anita Elberse, Tom Dye, Harvard Business School, 2012

*Introduction to Management* Mr. Rohit Manglik, 2023-11-23 Core management principles and practices. Includes planning, organizing and leadership, equipping students with skills for effective organizational management.

**Human Resource Management at Work** Mick Marchington, Adrian Wilkinson, Rory Donnelly, Anastasia Kynighou, 2020-11-03 A leading textbook in its field. *Human Resource Management at Work* is a comprehensive guide to the theory and practice of HRM. Aligned to the CIPD Level 7 qualification yet also relevant on non-CIPD accredited HR masters courses, this book covers everything students need to excel in their academic studies and will ensure that they can hit the ground running in a practitioner role after university. Divided into four key parts, the first part of the book covers HRM strategy and the global context, the forces shaping HRM at work and international and comparative HRM. Part Two discusses the role of HR professionals and line managers in the workplace and how the responsibilities for delivering effective HR vary in a changing world of work. Part Three has expert coverage of the key areas of HR including resourcing and talent management, learning and development, L D reward and employment relations. The final part examines the impact that HRM can have on business performance and also outlines the key knowledge and skills required to carry out a business research project. Fully updated through this seventh edition, now has new coverage of diversity and inclusion, D I workplace analytics, ethics, wellbeing and precarious work as well as additional coverage of the alignment of HRM with organisational strategy and the integration of different components of HRM. *Human Resource Management at Work* includes new global case studies, reflective practice activities to encourage critical thinking, exercises to help the consolidation of learning and explore further boxes to encourage wider reading. Online supporting resources include an instructor's manual and lecture slides.

**Game Changer** Fergus Connolly, Phil White, 2017-09-05 Team sports like football, basketball, soccer and rugby are hugely popular the world over on both college and professional levels and such popularity means that they are big business. Very big. Broadcasting rights alone bring in billions. ESPN paid 5.6 billion to broadcast college football playoffs for twelve years. Turner Sports CBS shelled out 10.4 billion to show the national college basketball tournament through 2024 and the most recent NBA TV deal came in at a cool 26.4 billion. As the rewards for winning have increased it's no surprise that sports team budgets have followed suit. Sure the athletic program at the University of Texas brought in 161 million last

year but the Longhorns also spent 154 million over the same period Fifteen other college athletics program also racked up over 100 million in annual expenses But that's child's play compared to the outgoings at the world's most valuable soccer team Manchester United which spent more than 500 million in 2015 The trouble is that all this spending often fails to yield better results Teams in all sports have tried just about every gimmick to hack their way to better performance But as they've gotten stuck in stats mired in backroom politics and diverted by the facilities arms race many have lost sight of what should've been their primary focus all along the game itself In *Game Changer* Fergus Connolly shows how to improve performance with evidence based analysis and athlete focused training Through his unprecedented experiences with teams in professional football basketball rugby soccer Aussie Rules and Gaelic football as well as with elite military units Connolly has discovered how to break down the common elements in all sports to their basic components so that each moment of any game can be better analyzed whether you're a player or a coach The lessons of game day then can be used to create valuable learning experiences in training evaluate the quality of your team's performance and home in on what's working and what isn't *Game Changer* also shows you how to expand training focus from players physical qualities to advance athletes technically tactically and psychologically Connolly's TTPP Model not only helps players continually progress but also stops treating them like a disposable commodity and instead prioritizes athlete health Bringing together the latest evidence based practices and lessons from business psychology biology and many other fields *Game Changer* is the first book of its kind that helps coaches athletes and casual fans Create a cohesive game plan that improves performance through defined objectives strategies and tactics Put statistical analysis and technology into context so teams can bypass the hype and get meaningful results Identify dominant qualities to maximize during training and limiting factors to improve Create realistic immersive learning experiences for individual players and the entire team that deliver defined outcomes Structure player development with a new holistic model that puts athlete health first and helps reduce the chance of injury and burnout Balance training load so that all players are fresh and ready to play at their best in competition Rethink coaching and organizational leadership and enhance communication group dynamics and player interaction Create a winning team culture

*Leadership in Sport* Ian O'Boyle, Duncan Murray, Paul Cummins, 2015-06-12 Effective leadership is essential in any sports organisation both in the boardroom and on the training pitch *Leadership in Sport* is the first textbook to examine sports leadership in the round across both management and coaching environments It includes a dedicated section to underpinning core leadership theories and employs a number of case studies throughout to show how best practice is applied in real world settings Drawing on expertise from some of the leading academics and practitioners throughout the world and from both disciplines the book covers various leadership issues including facilitative leadership strategic leadership leading effective change diversity in leadership communication and empathy motivation and performance Key conceptual questions the nature of leadership its role in sport styles of leadership what constitutes ineffective leadership and other contemporary issues are also explored to



give students and practitioners the most complete and clear picture of contemporary leadership in sport With useful features in every chapter such as key terms and review questions this is an essential text for sport management or coaching degree courses

**Coach** Marco Botha, 2014-05-21 At 34 Heyneke Meyer was fired as head coach of a Super Rugby team for the second time But when on 19 May 2007 his Bulls side became the first South African team to capture the Super title the dark years at Loftus Versfeld were suddenly forgotten And Meyer was regarded as the coach among coaches Because it is there on the playing field that coaches and players are judged And yet the scoreboard never tells the full story of how people achieved success overnight In Meyer's case it was an arduous journey of more than seven years during which he defined and changed professional rugby This is leadership And leadership is what Coach is about people who have fundamentally changed a sport an industry a way of thinking and ultimately lives Marco Botha sat in conversation with some of South Africa's foremost sports leaders and interprets their diverse success stories in his narrative writing style From Meyer to Brendan Venter who helped turn Saracens into a super club and the Sharks into the 2013 Currie Cup champions As an international hockey player Sherylle Calder noticed something special about her own visual abilities and researched this together with Professor Tim Noakes The Eye Lady was instrumental in England 2003 and South Africa 2007 winning the Rugby World Cup and Ernie Els bagging his second British Open golf title in 2012 Former Springbok Sevens coach Paul Treu advanced rugby sevens as a world sport by regularly getting his team to tower above seemingly superior sides One innovation at a time Gary Kirsten and Paddy Upton guided the Indian national cricket team to glory with a leadership style that empowered players and developed them as human beings the new school of coaching With the same approach they helped the Proteas become the number one team in the world in all three formats of the game These remarkable leaders have made champions out of ordinary people And the reasons for this will certainly surprise you

**The Change Mindset** Andy Craggs, 2022-06-03 Change and uncertainty aren't going away You can help your team navigate the storm and embrace them In The Change Mindset leadership development expert Andy Craggs unpicks the main reasons why teams fail when it comes to dealing with change and navigating uncertainty He defines the common traps that lead to failure from not allowing yourself to reimagine the possible mimicking the behaviour that your competition has shown when dealing with change to doubting yourself and your team Leading through change requires business leaders to be courageous and to show empathy both for themselves and their people With those attributes this book which is steeped in behavioural and organizational psychology analysis catapults you to developing meaningful and long lasting adaptability and resilience in the face of uncertainty Join the author in his exploration of transitions and hear from world renowned business academia arts and social enterprise leaders who share their own dealings with change They show us the way in how they have grown to manage change for themselves and the people around them

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